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Leading Edge Strategies for

Improving Efficiencies of Healthcare Providers

4-5 August 1997, Boulevard Hotel, Sydney

INTERNATIONAL GUEST SPEAKER

- **DARRIN LLOYD BAINES, Lecturer in Health Economics, Department of Economics, University of Nottingham, United Kingdom**

A COMPREHENSIVE LIST OF ELITE SPEAKERS:

- **Prof. Ken Hillman**, Director, The Simpson Centre for Health Service Innovation
- **Dr Jennifer Alexander**, Executive Director, Centre for Leadership and Learning
- **Martin Sheffield**, Senior Manager, Healthcare, Deloitte Touche Consulting Group
- **Prof Guy Madden**, Department Surgery, Queens Elizabeth Hospital
- **Kaye Rollinson**, Director Business Development, Knox Private Hospital, Australian Hospital Care Group Ltd
- **Dr David More**, Health Industry Specialist, IBM Consulting Group
- **Sue Brown**, Director of Pharmacy, St. Vincent's Hospital
- **Chris Rex**, Chief Operating Officer, Ramsay Health, Care Pty Limited
- **Kevin Gillies**, Deputy Director, Risk & IR, Western Sydney Area Health Services
- **Nigel Lutton**, Business Section Manager, Decision Support, CSC Healthcare Systems
- **Robert Cooke**, Chief Executive Officer, Warringal Private Hospital
- **Rex Goldring**, Chief Financial Officer, Sydney Adventist Hospital
- **Christopher Rex**, Chief Operating Officer, Ramsey Health Care Pty Limited
- **Sue Brown**, Director of Pharmacy, St Vincent's Hospital
- **Prof Guy Madden**, Department Surgery, Queen Elizabeth Hospital

PLUS!

2 HALF DAY WORKSHOPS:

6 August 1997, Boulevard Hotel, Sydney

WORKSHOP 1:

THE EVOLUTION OF CLINICAL PATHWAYS – STRATEGY TO ENSURE SPENDING EFFICIENCY

Conducted By: Max Robins, *Management Consultant*, Taranaki Healthcare, NEW ZEALAND

WORKSHOP 2:

BALANCING SERVICES COSTS AND RISK – A BUSINESS MANAGEMENT APPROACH

Conducted By: Peter Davidge, *Executive Director, Business and Advisory Services,* SA Health Commission
David White, *Director,* Business Control Improvements Pty Ltd

OFFICIAL PUBLICATION

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DAY ONE

8:30 *Registration and coffee*

9:00 **WELCOME ADDRESS FROM THE CHAIR**
Michelle Green, *Executive Director,*
Private Hospitals Association of Victoria

9:10 **KEYNOTE ADDRESS: Understanding and Implementing an Effective Programme of Strategic Change for the Health Sector**
The keynote will provide a brief overview of the vital issues of managing change within the health sector. Understand how you can effectively implement strategic change and management principles and not lose sight of the delivery of quality care. What is the link between strategic change and effective leadership? How can you tailor strategic change and gain spending efficiencies?
Dr Jennifer Alexander, *Executive Director,*
Centre for Leadership and Learning

9:50 **STRATEGIC PLANNING & IMPLEMENTATION**
Successfully Implement Cost Efficiency Strategies for Your Hospital
- Understanding hospital costs for better funds management
- Identifying cost efficiency strategies that are suitable for your hospital
- Determining where the inefficiencies are and how to implement change for better resource management
- Avoiding unsuccessful cost containment strategies that waste time, effort and money
- How can you effectively monitor cost control & gain spending efficiencies?
- In the long run how does cost cutting change the way the hospitals services are delivered?
- How to ensure that quality of medical services are not compromised

Greg King, *Managing Director*, Hospital Cost Consulting Pty Ltd

10:30 *Morning Break*

10:50 **International GUEST SPEAKER:**
Efficiency in purchasing of Healthcare: experience from the United Kingdom and issues for Australia
Dr Darrin Lloyd Baines, *Lecturer in Health Economics, Deparatment of Economics*, University of Nottingham, United Kingdom

11:40 **INTEGRATING QUALITY OF CARE AND EFFICIENCY – A MENTAL HEALTH SERVICES CASE STUDY**
Improving the quality of healthcare delivery alongside enhanced productivity and efficiency has proven an elusive outcome for many healthcare providers. This session draws upon current work in Mental Health services at a major hospital to highlight opportunities for achieving positive changes in dynamic and complex service environments.
Martin Sheffield, *Senior Manager – Healthcare,*
Deloitte & Touche Consulting Group

12:20 *Lunch*

1:30 **EFFECTIVE BENCHMARKING – A COLLABORATIVE APPROACH TO IMPROVING HOSPITAL PERFORMANCE**
Benchmarking is a valuable tool for identifying performance improvement opportunities and best practice. The benchmarking methodology will be reviewed and a case study will be presented to illustrate how one hospital used benchmarking to improve health outcomes. The presentation will discuss:
- How to extract the maximum value from routinely collected data to conduct benchmarking
- Focussing on benchmarking the cost drivers not just costs
- How to objectively evaluate performance against local and international peer groups
- How to collaboratively identify and share best practice
- International trends in healthcare benchmarking

Bill Hill, *Project Manager,* Strategic Industry Research Foundation

2:20 **CASE STUDY: Delivering Efficient and Quality Healthcare with Prudent Financial Management and Accountability**
Warringal Private Hospital achieved a Commonwealth Government Best Practice Grant to develop a case management programme. The result was a patient-centred, outcome-focused method of delivering healthcare which aimed to ensure patients received optimum healthcare in an efficient manner. Hear how this acute medical and surgical facility was used to establish accountability and cost efficiency to deliver quality care. Warringal private Hospital has received overwhelming international recognition for its efforts with an estimated 300 site visits. It is amongst the first to have used the EQUIP model.
Robert Cooke, *Chief Executive Officer,* Warringal Private Hospital

3:00 *Afternoon Break*

3:20 **Sydney Adventist Hospital – Outsourcing Purchasing Functions to Meet Financial Demands – CASE STUDY**
This session will outline how a hospital engaged the services of a procurement specialist to assist it to complete its major new expansion project on time. This enabled it to achieve substantial savings in purchase costs on medical equipment and services.
Rex Goldring, *Chief Financial Officer,* Sydney Adventist Hospital

4:00 **OUTSOURCING STRATEGIES FOR MAXIMUM FINANCIAL MANAGEMENT**
CASE STUDY: Contracting of Hospital Services – Department of Veteran's Affairs
- Becoming a purchaser rather than an funder and provider of services
- Understanding the benefits of contracting vs direct provisions on your bottom line
- Patient acceptance of changes – was it money well spent?

Geoff Stonehouse, *Division Head, Healthcare and Services Division,*
Department of Veteran's Affairs

4:40 **CONTRACTING OF HOSPITAL SERVICES – RAMSAY HEALTHCARE PERSPECTIVE**
- Understanding the tender process involved for contracting of health services
- Achieving an effective handover from public to private sector and avoiding comminication breakdowns
- Identifying customer fears and expectations to ensure commitment to the project
- Developing a programme to ensure quality at all times
- What are the key service provisions and utilisation issues to be addressed?
- Cost reduction and control – have you achieved your goals?

Christopher Rex, *Chief Operating Officer,* Ramsey Healthcare Pty Ltd

5:20 Networking cocktails

6:20 Close of day one

DAY TWO

9:00 **WELCOME ADDRESS FROM THE CHAIR**
Michelle Green, *Executive Director,* Private Hospitals Association of Victoria

9:10 **Balancing Costs and Delivering Quality Pharmaceutical Care**
- How do Hospital Pharmacists effectively balance a limited budget with demands for expensive treatment regimes?
- Understanding how to balance the issue of cost and efficiency whilst maintain quality of care
- Achieving closer co-operation between all players in the healthcare market to reduce overall costs for both the patient and hospital management

Sue Brown, *Director of Pharmacy,*
St. Vincent's Hospital, Senior Representative, Society of Hospital Pharmacists

9:50 **IT AND HIGH TECH SOLUTIONS**
Technology Enabled Performance Improvement in the Health Sector – Theory and Practice
- Identifying the opportunities
- Proving the savings and quality improvements are realisable
- The place of technology
- Using technology to increase patient satisfaction while improving care and reducing costs
- Investing to deliver the benefits

Dr David More, *Health Industry Specialist,* IBM Consulting Group

10:30 *Morning Break*

10:50 **THE CLINICIANS CONCERNS – EFFICIENCY WITH QUALITY PATIENT CARE**
- Efficient patient management through the acute care process – better utilisation of the resources available
- Effective minimisation of the cost of the 'venue' not the quality and delivery of the medical care. A discussion of:
- Home care units
- Convalescent step down units
- Short stay options
- Day surgery
- Utilising high technology techniques such as key hole surgery that impact on the length of stay – Maintaining optimum quality at all times

Prof Guy Madden, *Department Surgery,* Queen Elizabeth Hospital

11:30 **EFFECTIVELY USING RISK MANAGEMENT AS A PRO-ACTIVE STRATEGY FOR MINIMISING LIABILITY**

This session will outline the major risk management issues currently facing hospitals and will suggest appropriate strategies to minimise the cost to hospital management.

- Understanding the 'risk analysis' legal minefield currently faced by hospitals
- Implementing effective risk management programmes to minimise exposure and costs
- Avoiding systems that are unreliable and unsatisfactory that increase your exposure to liability

Kevin Gillies, *Deputy Director, Risk & IR,* Western Sydney Area Health Services

12:10 **EFFECTIVE DECISION SUPPORT SOLUTIONS FOR ACHIEVING HOSPITAL OUTCOMES**

Key presentation by CSC Healthcare Systems on current IT strategies and tools being employed by the health sector to increase efficiency, improve quality and optimise resources. A pro-active session that will address important Hospital Business Outcome requirements and the approaches which healthcare professionals can adopt to better manage the challenges within the hospital environment

Nigel Lutton, *Business Section Manager,* **Decision Support, CSC Healthcare Systems**

12:50 *Lunch*

2:10 **SUCCESSFULLY USING KEY PERFORMANCE INDICATORS IN THE HEALTH INDUSTRY**

This session will discuss the major strategies currently in use by the health industry. The presenter will provide a good insight into what has worked and what has not, within the health industry.

- Implementing key performance indicators for the Health Industry to optimise efficiency
- Evaluating the effects of key performance indicators for GP's and clinicians – measuring their awareness and effectiveness in improving efficiency
- Understanding the data required to effectively utilise key performance indicators for better management
- Utilising and evaluating key performance indicators as a key efficiency tool
- Pinpointing successful key performance indicators in health – strategies for you to improve efficiency at your hospital

Prof. Ken Hillman, *Director,* The Simpson Centre for Health Service Innovation

2:50 **IMPROVING HEALTHCARE QUALITY AND REDUCING COSTS THROUGH EFFECTIVE RESOURCE MANAGEMENT**

This session will provide you with the information and strategies you need to better manage current resource concerns in the most effective and efficient methods. The presentation will tackle some of the common problems faced by hospitals and offers practical solutions.

- Identifying key drivers of your business for optimum resource management
- The need for continual measures of quality, cost and outcomes to ensure effective allocation of resources
- Understanding the correlations between quality and cost effectiveness for successful strategy implementation
- Developing strategies to overcoming the resistance to change to ensure future growth
- Maximising employee satisfaction – developing a system to measure the quality of your plan

Kaye Rollinson, *Director, Business Development,* Knox Private Hospital, Australian Hospital Care Group Ltd

3:30 *Afternoon Break*

3:50 **DEVELOPING EFFECTIVE MAINTENANCE MANAGEMENT FOR HOSPITALS**

- What makes the maintenance of hospital so different?
- Understanding the contribution of hospital maintenance to effective facilities management and service delivery
- Identifying the key elements of a successful maintenance plan
- Linking the business plan to the facilities plan
- How does outsourcing fit within the hospital's business plan?

John Keegan, *Managing Director,* Haden Facilities Management

4:30 **STRATEGIC ALLIANCES & JOINT VENTURES**
Developing a Strategic Supply Strategy in Health

- Understanding the benefits of public and private partnerships to gain spending efficiencies
- Successfully developing co-operative partnerships as a key to cost efficiency and effectiveness
- Utilising public and private alliances to improve service delivery whilst maintaining costs

Graham Chalker, *Group Supply & Logistics Manager,* Health Care Australia Ltd

5:15 **Close of Conference**

TWO Half Day Workshop – Bookable Separately

Workshop One

THE EVOLUTION OF CLINICAL PATHWAYS – STRATEGY TO ENSURE SPENDING EFFICIENCY

6 August 1997, Boulevard Hotel, Sydney, (9:00 - 12:15 pm)
CONDUCTED BY: *Max Robins, New Zealand*

8:30 Registration and Coffee

9:00 Commencement of Workshop One

Across Australia the way we deliver healthcare is changing. Traditional delivery methods are being restructured to eliminate duplication of service and programme. To maintain quality of patient care in this climate, professionals must not only continue to do what is right but do it in the most efficient and effective way possible. This workshop will outline the evolution of clinical pathways and discuss the next step. Hear from a key professional who has the 'know-how' and first hand knowledge of implementing clinical pathways at a major New Zealand hospital. The workshop will be organised around the following:

- Re-engineering Patient Care Process
- Understanding the need for benchmarking to increase efficiency
- Training in Process design
- Establishing a standard for clinical pathways
- Case Management and Clinical Pathways
- Sustaining gains and utilisation review

12:15 **Close of Workshop One**

Workshop Two

BALANCING SERVICE, COSTS AND RISK – A BUSINESS MANAGEMENT APPROACH

6 August 1997, Boulevard Hotel, Sydney, (2:00 - 5:00 pm)
CONDUCTED BY: *Peter Davidge, Executive Director, Business and Advisory Services, SA Health Commission ; David White , Director, Business Control Improvements Pty Ltd (Australia)*

1:30 Registration and Coffee

2:00 Commencement of Workshop Two

Today's health environment requires a structured business management approach which brings together the human and technical elements of services delivery with performance management, risk management and control.

The implementation of purely process and procedure based 'solutions' may give the appearance of managerial control. However employee commitment to sustainable improvements effectiveness and efficiency demand a strategically driven approach which integrates culture, competency and process.

Creating a culture of stewardship is a fundamental foundation for sustainable improvements in healthcare and delivery management. The workshop will discuss issues such as:

- Case study of control and risk in an environment of resource constraint and change
- Reconciling the paradox – how to motivate, develop responsibility and authority to employees and service providers for sustainable performance but retain management control
- How to achieve results within acceptable risks – developing a business management approach:
  - integrating culture, process and competency at a governance, management and operating level
  - developing organisation wide commitment to stewardship
  - professional standards for governance, control and due diligence
- Getting started – setting strategic direction and developing commitment through a governance and control framework outlining an organisations philosophy, principles and approaches for business management of healthcare.

5:00 **Close of Workshop Two**

Register Telephone: (02) 9954 5844, or Fax (02) 9959 4684

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REGISTRATION DETAILS

Venue: Boulevard Hotel,
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Tel: (02) 9357 2277 Fax: (02) 9356 3786

Special Requirements: For special arrangements and access information please contact **Jill Owen on (02) 9929 5366.**

Payment: Once received your place is automatically reserved. Payment is required before the Conference.

Conference Fees:

2 Day Conference	$1695
Half day Workshops	$595
Conference and 1 workshop (save $295)	$1995
Conference and 2 workshops (save $590)	$2295

Conference Organisers: IIR Pty Ltd. ACN 002 541 013.
Level 9, 33 Berry Street, North Sydney, NSW 2060.

Cancellations: Should you be unable to attend, a substitute delegate is always welcome at no extra charge. Alternatively a full refund, less $150 service charge, will be made for cancellations received in writing (letter or fax) up to two weeks prior to the event. Documentation and a 50% refund will be sent for cancellations received 1 week prior to the event. Regrettably no refunds can be made less than 7 days prior to an event.

Extensive research has enabled us to identify the main concerns and key issues affecting your core responsibilities as healthcare providers. The issues – financing, access to quality healthcare and information systems – won't go away. In fact, they will only become more complicated for those who don't keep up with the changes that are occurring.

At this event you will receive the advice and information you need to ensure you are at the cutting edge of developments in your hospital and to achieve higher levels of efficient delivery of quality care.

Take this opportunity to stay up-to date and to benefit from strategies provided by our outstanding speakers who are at the forefront of providing solutions. Some of the key professionals that you will hear from include:

Greg King, Managing Director, Hospitals Cost Consulting; **Robert Cooke**, Chief Executive Officer, Warringal Private Hospital; **Rex Goldring**, Chief Financial Officer, Sydney Adventist Hospital; **Chris Rex**, Chief Operating Officer, Ramsey Health; **Dr David More**, IBM Consulting Group; **Prof Guy Madden**, Queen Elizabeth Hospital; **Kaye Rollinson**, Director Business Development, Australian Hospital Care Group Ltd; and **Prof Ken Hillman**, Director, The Simpson Centre for Health Services Innovation.

WHO SHOULD ATTEND:

Chief Executive Officers	Executive Officers
Deputy Executive Officers	General Managers
Chief Pharmacists	Directors of Medical Services
Business Managers	Financial Controllers
Healthcare Integration Managers	Strategic Planners
Managers, Healthcare Funding	Health Economists
Quality Co-ordinators	Clinical Directors

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